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ABSTRACT

This publication profiles the successful efforts of eight organizations to develop programs and policies to prevent sexual harassment in their workplaces. The profiles highlight a facet of each organization's efforts. An introduction offers a blueprint for action. The first profile is a look at US West and the key elements for developing and implementing an effective antiharassment policy. The next case study shares some of NBC's strategies for best communicating policy and its importance to the workplace. The profiles on Michigan Consolidated Gas Company and Digital Equipment Corporation provide insights on how to conduct productive sexual harassment training for supervisors and employees. Du Pont and Pacific Gas and Electric Company are featured to explore their tools and strategies for creating an environment that encourages open dialogue on the issue. The publication then focuses specifically on women in nontraditional jobs--profiling Kansas City Power and Light's initiative to increase the number of women in male-dominated occupations on its worksites and help them succeed on the job. The final profile highlights a union's intervention on behalf of women workers by noting the United Auto Workers' practice of negotiating contract language regarding sexual harassment and the union's educational campaigns. Print, video, and case law resources are appended. (YLB)

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Sexual Harassment Solutions at Work

Profiles of Successful Policy and Practice

National Commission on Working Women

of

Wider Opportunities for Women

WOW

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Sexual Harassment Solutions at Work

Profiles of Successful Policy and Practice

by Colleen Phelan

National Commission on Working Women
of Wider Opportunities for Women

Washington, DC

November 1992

ABOUT WIDER OPPORTUNITIES FOR WOMEN

Wider Opportunities for Women (WOW) is a 28-year-old national nonprofit organization which works to achieve economic independence and equality of opportunity for women and girls. Headquartered in Washington, DC, WOW has provided education and employment services to more than 10,000 metro area women and coordinates the Women's Work Force Network (WWFN), which links 500 program providers and advocates in the 50 states, serving more than 300,000 women each year.

Since the early 1980s, WOW has been a resource to government, employers, and working women on the issue of sexual harassment -- especially as it affects women working in nontraditional occupations.

The National Commission on Working Women is WOW's multi-sector national advisory board.

ABOUT THE SEXUAL HARASSMENT SOLUTIONS PROJECT

The Sexual Harassment Solutions Project is designed to identify and promote good policy and practice in preventing and addressing sexual harassment of women workers, particularly those who work in male-dominated jobs. WOW is partnering with three trade associations -- the Edison Electric Institute, the American Gas Association and the National Association of Broadcasters -- to identify good practice in their industries and help disseminate solutions through this project. WOW appreciates the support of our partner groups in making this project possible and for their assistance in identifying some of the organizations highlighted in this publication.

ACKNOWLEDGEMENTS

Wider Opportunities for Women gratefully acknowledges the contributions of the organizations whose programs and strategies are profiled in *Sexual Harassment Solutions at Work*. Thanks also to the WOW staff who contributed to the editing and production of this publication: Sandra Van Fossen, Gloria Davis and especially Cindy Marano.

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Wider Opportunities for Women
1325 G Street, NW, LL
Washington, DC 20005-3104
(202) 638-3143

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INTRODUCTION

Sexual harassment has recently received extensive media coverage: the Hill/Thomas hearings, the Tailhook scandal, Robinson v Jacksonville Shipyards. Behind each of the headlines is an issue which daily impacts the lives of millions of working women. And without headlines, pioneer employers and unions are quietly and successfully working to prevent sexual harassment in their workplaces.

No workplace is immune from sexual harassment. The problem is found in corporate offices and power plants, construction sites and university laboratories. Fifty to 85 percent of American women will experience some form of sexual harassment during their academic or working lives, according to the U.S. Merit Systems Protection Board. This widespread problem not only greatly affects women's performance on the job, but can impact their general health and psychological well-being as well.

While a workplace survival issue for women, sexual harassment is also an economic survival issue for employers. *Working Woman* magazine reported in 1988 that sexual harassment costs the typical Fortune 500 company $6.7 million per year in absenteeism, employee turnover, low morale and low productivity. In addition to these indirect costs, employers face the concern of expensive lawsuits.

The Solutions Approach

Sexual Harassment Solutions at Work aims to give headlines to the often unsung efforts of employers and unions to effectively address the issue. We interviewed human resource managers, diversity specialists, Equal Employment Opportunity consultants and others knowledgeable about the issue, to compile this collection of successful practices -- some of which directly confront the harassment of women in nontraditional jobs. The eight organizations featured in this publication vary greatly in size and operate in several different industries and regions of the country. Regardless of their product or mission, we believe that each has developed programs and policies from which other organizations can learn. The objective of this publication is to inspire others to adapt these tools and strategies for use in their own workplaces.

The profiles that follow highlight a facet of each organization's efforts, rather than offer a comprehensive view of all of their Equal Employment Opportunity practices. Each profile is distinct in its focus and purpose. In composite, they represent what is needed more broadly in the American workplace. This publication features programs and practices of organizations employing nearly 250,000 workers across the United States. Yet more is obviously left to be done.

Sexual Harassment Solutions at Work starts with a look at US West and the key elements for developing and implementing an effective anti-harassment policy. We then share some of NBC's strategies for best communicating policy and its importance to the workplace. The profiles on Michigan Consolidated Gas Company and Digital Equipment Corporation provide insights on how to conduct productive sexual harassment trainings for supervisors and employees. Du Pont and Pacific Gas and Electric Company are featured to explore their tools and strategies for creating an environment which encourages open dialogue on the issue. The publication then focuses specifically on women in nontraditional jobs -- profiling Kansas City Power and Light's initiative to increase the number of women in male-dominated occupations on its worksites and help them better succeed on the job. The final profile highlights a union's intervention on behalf of women workers by noting the United Auto Workers' practice of negotiating contract language regarding sexual harassment and the union's educational campaigns.

From the lessons and experiences of these employers and unions, we have developed a blueprint for action for companies and unions intent on preventing sexual harassment. The blueprint includes:

- Developing and implementing a strong policy statement;
- Establishing a timely, fair, and confidential investigation process;
- Consistently and frequently communicating the policy;
- Modeling appropriate behavior from the top;
- Creating a safe climate for discussing and reporting sexual harassment;
- Training supervisors and managers to create a positive, harassment-free workplace;
- Training all employees to recognize and confront harassment and be familiar with the organization's policies and expectations.

The profiles that follow elaborate on these key elements. For information on a few additional tools and strategies designed to address sexual harassment, refer to the resources described in the appendix.

The Public Policy Approach

Preventing sexual harassment is an issue of public policy as well as workplace practice. Currently, public policies designed to treat sexual harassment have worked to protect the right of the victim of harassment to sue and to gain damages. The Civil Rights Act of 1991 for the first time affirmed the rights of women, people with disabilities, and religious minorities -- including the victims of harassment -- to collect monetary damages in cases proving employment discrimination. A cap on damages was added as a compromise to allow the bill to pass Congress and be signed by the President. In the 102nd Congress, the Equal Remedies Act was introduced to remove the cap on damages for cases of discrimination facing those groups where the employer's workforce has 100 or more employees. While not passed in the 102nd session, the bill is expected to be reintroduced in the next Congress.

Another public policy approach addressing sexual harassment was presented by the Women in Apprenticeship and Nontraditional Occupations Act, a bill passed in the 102nd Congress and signed by the President, with leadership from Congresswoman Connie Morella of Maryland. This bill addressed the issue of creating a less hostile work environment for women entering apprenticeships and nontraditional jobs and directed funding from the U.S. Department of Labor to support technical assistance to such workplaces -- including training for sexual harassment prevention. This bill will first be implemented in 1993.

In addition, several states have passed legislation dealing with posting of sexual harassment policy in the workplace and requiring employers to develop policies and procedures related to sexual harassment and to establish worker training on the issue. State bills in Maine, California and Connecticut point the way to another approach that can be used to institutionalize sexual harassment prevention.

Wider Opportunities for Women's Approach

Committed to the prevention of sexual harassment in every workplace, Wider Opportunities for Women has served as a resource on the issue of harassment since the early 1980s. WOW's work has concentrated on four key areas:

- documenting the problem;
- developing training and support for women workers entering nontraditional jobs and likely to face harassment;

- consulting in employer workplaces on policy, in-service training and development of in-house facilitators;

- serving as an expert to policymakers considering public policy approaches; and

- highlighting good practice in the field.

It is WOW's belief that each of these strategies is important in addressing the problem of sexual harassment. A sampling of our key contributions includes:

- *A Territorial Issue*, one of the first publications to document the sexual harassment experiences of women in the construction trades;

- Testimony at three Congressional hearings, documenting the problem of sexual harassment among women in nontraditional trades;

- Development of an employer consulting package to prepare managers and line workers to prevent sexual harassment;

- Preparation of the graduates of WOW training programs to communicate assertively, know their rights, and pursue employer policies if harassed; and

- Partnership with national trade associations to identify and disseminate good practices throughout their industries to prevent harassment in jobs traditionally held by men.

Sexual Harassment Solutions at Work is the product of this last initiative and our contribution to the strategy of highlighting -- and thereby working to multiply the use of -- good practice. The organizations highlighted here are intended to inspire new initiatives and to encourage their replication. This publication is WOW's contribution toward the achievement of new headlines on sexual harassment -- those pointing the way to its elimination in the American workplace.

Developing Sound Policy and Practice Addressing Sexual Harassment

US West

The backbone of any sexual harassment prevention effort is a solid anti-harassment policy. Policies serve two purposes -- to help prevent harassment and its negative effects on productivity and morale and to guard against liability in sexual harassment suits.

US West has developed and implemented a comprehensive nondiscrimination policy which meets or exceeds multi-state legal requirements. The communication company's policy prohibits harassment or discrimination based on race, sex, age, national origin, physical or mental disability, veteran status, affectional or sexual orientation, or "any other form of discrimination or harassment which negatively affects morale, motivation and job performance."

In developing its language and procedures regarding sexual harassment, US West assessed what federal, state and local laws applied to the company and followed the guidelines below. Michal Randolph, EEO Training and Policy Consultant for US West, recommends these nine steps to any organization looking to develop a policy:

1. **Use clear, strong language.** The policy should not be written in legalese that many people cannot understand. US West's policy is written in clear, simple language with the intent that every employee in the company can read and comprehend it.

2. **State who is covered by the policy.** US West spells out that all employees have the responsibility to promote a workplace free of sexual harassment and are protected from unlawful harassment.

3. **Define the prohibitive conduct.** Explain what sexual harassment is and supply examples to make the general language more concrete and understandable for employees. At the same time, do not attempt to be all inclusive in describing prohibited behavior; allow latitude for what might arise in the workplace. US West's policy states, *"Sexual harassment is any deliberate or repeated behavior of a sexual nature which is unwelcome or which creates an intimidating, hostile or offensive work environment. Such prohibited conduct or activity includes:*

- *Offensive sexual flirtation, advances or propositions;*
- *Verbal expressions or graphic materials of a sexually oriented nature;*
- *Sexually oriented or degrading words used to describe an individual."*

4. **Describe management's responsibility.** State explicitly that supervising managers are prohibited from harassing employees and that they hold special responsibilities for ensuring that the workplace is free from sexual harassment. US West's policy reads, *"Those who supervise others should not abuse their position. No one shall threaten or insinuate either explicitly or implicitly, that any employee's submission to, or rejection of, sexual advances will in any way, either positively or negatively, affect working conditions. Supervisors are also responsible to ensure that no activities are allowed to take place at work which create an intimidating, hostile or offensive work environment."*

5. **Spell out the consequences for non-compliance.** Beyond stating that harassment will not be tolerated, the policy should communicate what discipline the company will use. US West's policy states that discipline for sexual harassment can be up to and including termination.

6. **Establish a grievance procedure.** Develop and notify employees of the internal means to make complaints of sexual harassment. Provide employees with several options for reporting complaints; they should not be required to report grievances only to their direct supervisor since that person is sometimes the harasser. At US West, employees may make complaints to one of seven EEO consultants in the US West, Inc. Diversity Center or discuss their concerns with an immediate supervisor, the next level of management, a union representative or a division manager.

7. **Prohibit retaliation.** Encourage employees to voice grievances by forbidding retaliation against those who come forward. Also put in place safeguards against retaliation. Some of the safeguards US West has in place include informing all individuals who participate in investigations that retaliation is prohibited and limiting knowledge of the existence of a complaint to those individuals with a need to know.

8. **Widely disseminate the policy.** Establish an acknowledgement process where employees sign off on having learned of the

policy. At US West all employees are asked to sign an acknowledgement form each year through which they state they have reviewed and understand the company's EEO package which includes the sexual harassment policy.

9. **Build in a review process.** Once a policy is established, it must be continually updated and improved to reflect any changes in relevant legislation and case law. US West annually reviews its entire nondiscrimination policy.

While these steps are a strong start, Randolph notes that even a comprehensive policy can be undermined by inaction or a lack of support from organization leadership. Support and modeling from top management is essential. Equally important is consistency in communication and enforcement of the policy.

US West is a diversified, global communications company with approximately 55,000 employees. US West and its subsidiaries focus on meeting customer needs in four basic markets: communications, marketing services, data solutions and financial services.

For more information contact:

Michal Randolph
EEO Training and Policy Consultant
US West, Inc. Diversity Center
188 Inverness Drive West, Suite 800
Englewood, Colorado 80112
(303) 784-5266

Getting the Message Out: Formally and Informally Communicating Policy

National Broadcasting Company, Inc.

Part of the challenge of successfully executing a sexual harassment policy is effectively communicating the policy and its importance to the workforce. It takes a consistent message in many forms to affect behavior.

"Preventing sexual harassment should not be a subject which gets exposure and attention only when there have been recent cases in the organization or attention by the media," said Al Jackson, former Director of Diversity and Employee Counseling for NBC. "The idea is to make it a part of the fabric of the organization so that not sexually harassing employees becomes normative behavior."

Aside from actual training, there are a number of ways to formally and informally communicate what inappropriate behavior is and that it is not tolerated by an organization. NBC utilizes many media to create a recurring theme of the issue's importance. Among the formal means are the following:

- reviewing policy during employee orientation;
- consistently reissuing the policy;
- posting the policy throughout the workplace;
- communicating through internal news organs.

New employees are introduced to NBC's sexual harassment policy during their orientation sessions. That is not, however, the last time they see or hear about the issue.

NBC reissues its sexual harassment policy annually from the desk of the Executive Vice President of Human Resources to every employee. The policy clearly states who in the company to contact if employees want to discuss the policy or report an instance of sexual harassment. The policy is also posted on bulletin boards on most floors of the workplace and in high traffic areas such as the commissary and payroll office.

NBC periodically addresses its sexual harassment policy in the company's newsletter, *Take One*, which is distributed to all employees. The company also takes advantage of its internal television feed by covering the issue on a program for NBC employees called "Etc." This is an especially effective method for NBC as television sets are prevalent in offices and common areas.

The intent of extensive formal communication is clear. If employees repeatedly see the message through formal, widely used channels, they will realize harassing behavior is frowned upon and discouraged by the company. It also serves as reassurance to those who are harassed that their complaints will be taken seriously.

Jackson does have one word of caution on formal communication, however. Over-saturating the workplace with the message can create an unnecessarily tense work environment. "You have to walk a careful line," he warns. "You need to keep the policy and message out there, but if you push too frequently, you can suggest something is wrong with the environment when there isn't."

Beyond distributing and publicizing its written policy, NBC sends a powerful message through its actions. These informal -- and just as important -- means of communicating the company's policy and commitment include:

- providing a strong management example;
- consistently enforcing policy;
- counseling and coaching employees on appropriate behavior.

A fundamental means of informal communication is management example. All supervisors and managers need to be aware that their daily example speaks loudly to employees. This responsibility is reinforced in NBC supervisor training. In addition, someone with access to top managers makes a point of expressing the necessity of their compliance with the policy. "Anything short of top managers illustrating model behavior compromises policy. You may as well not have a policy at all," Jackson said.

Enforcement of policy is another important way an organization informally communicates its commitment to a workplace free of sexual harassment. It is imperative that the company follow its policy and discipline accordingly. "The company's position has to be unequivocal. It has to be clearly communicated and illustrated that you'll act on it," Jackson said. Management must be quick to respond appropriately to problems as they arise.

How an employer handles incidents short of formal complaints is yet another way policy is informally reinforced. Employees often bring instances of harassing behavior to a supervisor's attention without wishing to file a formal complaint. The employee may request that a supervisor simply let the offending party know that their actions are inappropriate and should not continue. At NBC supervisors and managers handle this situation by approaching the employee, reiterating the policy, and counseling or coaching them as to what is inappropriate with their behavior and how to change it. Coaching is one of the most personal ways to help employees understand what the issue is and how their behavior affects and is interpreted by others.

Consistent communication about the issue of sexual harassment through these formal and informal means weaves the theme of positive and productive employee relations into the daily operations of the organization. The policy is visible. The intent of management is consistent with its actions. And the message is clear that sexual harassment does not belong in the workplace.

NBC is a multi-faceted telecommunications company employing 4,500 people. The organization includes NBC Television Network; six television stations across the country; and CNBC, a business news and information cable programming service reaching 45 million subscribers.

For more information contact:

Jeff Trullinger
Vice President of Organizational Management and Resource Planning
30 Rockefeller Plaza, Room 1601
New York, New York 10112
(212) 664-4503

Training the Front-Line Defense Against Sexual Harassment: Supervisors and Managers

Michigan Consolidated Gas Company

Michigan Consolidated Gas views its supervisors and managers as the company's front-line defense against sexual harassment. Supervisors send powerful messages about acceptable standards of workplace behavior by their example and how they interact with employees daily. Supervisors can detect and act on warning signs before sexual harassment problems escalate. And, harassed employees often turn to their supervisor first.

Recognizing the importance of the supervisor's role in addressing sexual harassment, MichCon conducts a comprehensive and ongoing supervisor training program stressing personal responsibility and good communication.

The key to preparing supervisors to play this critical role, according to Bea Denard, MichCon Director of EEO, Selection and Recognition, is making clear their responsibilities. "You must ensure that managers are aware of corporate expectations," Denard said. "They must understand that addressing the issue of sexual harassment is among their basic responsibilities, and they are expected to do it well."

Soon after starting on the job, a new supervisor at MichCon will be visited by a member of the EEO Department for a 30- to 40-minute **New Supervisor Orientation Session** introducing them to EEO services. The EEO representative will outline MichCon's sexual harassment policy and management responsibilities. This session covers topics such as:

- what types of behavior are inappropriate,
- how such behavior can affect employee morale;
- steps that should be taken if an employee alleges harassment; and
- prevention measures.

Denard said this one-on-one session communicates to supervisors MichCon's commitment to providing and maintaining a work environment free from sexual harassment and the supervisor's personal responsibility for furthering that mission. The personal visit also helps build the necessary rapport between the supervisor and EEO Department to effectively address the issue in the future.

This meeting is followed by a day-long **Procedures and Policy Training Workshop** usually attended within three months of a supervisor's hiring. The workshop is facilitated by an EEO representative and member of MichCon's Organizational Development Department for no more than 12 supervisors at a time.

The centerpiece of the workshop is an interactive board game called "EEO: It's Your Job." Supervisors play on teams of four, trying to advance around the board and avoid paying damages by properly responding to situation cards dealing with EEO and Affirmative Action issues. There are generally four responses from which to choose -- "a good answer, two not so good answers and a poor response."

For example, one situation card asks supervisors to respond to a complaint by Karen, a project development engineer, who reports that another engineer, Roger, is becoming "too friendly" and "hitting on" her. Supervisors are given the following choices:

A) telling Karen they will get back to her and begin exploring the possibility of transferring Roger;

B) asking Karen for the specifics of her complaint and clarifying if Karen believes she is being sexually harassed;

C) telling Karen to relax, that she is being oversensitive;

D) referring the problem to the department manager.

Teams that choose A) must move backward 3 spaces; B) move ahead 4 spaces; C) go to "Charge of Discrimination" and face the cost of damages; D) stay where they are. Denard said the use of money in the game reinforces the business value of EEO and Affirmative Action for supervisors.

MichCon purchased the basic game from Motorola and adapted the scenarios to reflect MichCon's work settings and policies. Scenarios are tailored to make the game "real" to supervisors and to prepare them for the type of issues they will face. With many of MichCon's female employees working in technical service and repair positions -- largely male-dominated jobs -- preparing managers for issues that may arise in

nontraditional occupations for women is important. One card for example, asks supervisors to respond to a complaint made by a female mechanic about pornographic calendars and cartoons in the garage where she works and sexually explicit jokes told by male mechanics.

Trainers open the workshop with the game to immediately engage supervisors. After facilitating the game for 20 to 30 minutes, trainers explain MichCon policy and procedures in a more in-depth manner -- including MichCon's complaint investigation practices. After a review of federal law, participants analyze several case studies in small groups. This exercise tests their understanding of legal concepts and focuses their attention on the importance of their role as supervisors in creating and maintaining a non-discriminatory work environment. They then return to the game for the remainder of the training.

The game assists supervisors to:

- become familiar with the law behind MichCon policy;
- understand why the policy exists;
- consider alternative behaviors in addressing the problem;
- examine the consequences of violating the policy; and
- explore the impact on the workplace.

Once completing the New Supervisor Orientation Session and Procedures and Policy Training Workshop, all MichCon supervisors attend an **EEO Awareness Workshop** once every two years to be updated on policy and broaden their skills. The workshop is a two-day session facilitated by two people and attended by approximately 15 supervisors at a time. The training opens with a video featuring interviews with MichCon's chief officers on the importance of equal employment opportunity and MichCon's commitment to a workplace free of sexual harassment.

Trainers use in-depth case studies and facilitate open discussions concentrating on building an understanding of the following:

- the business value of EEO and Affirmative Action;
- laws regarding discrimination and harassment;
- assumptions and perceptions that can lead to behavior which may be perceived as discriminatory; and

- importance of using effective management techniques to create a positive work environment.

MichCon believes the best evidence that its efforts are working is that in surveys conducted every eighteen months, the majority of employees report feeling comfortable in the workplace and being familiar with MichCon's sexual harassment policy and complaint procedure.

"Supervisors and managers are truly our front-line defense against sexual harassment," Denard said. "We must continually reinforce the importance of their responsibility and strengthen their skills."

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michcon

MichCon is a public utility engaged in distribution, transmission and storage of natural gas and serves more than 1 million customers in Michigan. The largest supplier of natural gas to the State of Michigan, MichCon employs approximately 3,500 people.

For more information contact:

Bea Denard
Director of EEO Selection and Recognition
Michigan Consolidated Gas Company
500 Griswold Street
8th Floor
Detroit, Michigan 48226
(313) 256-5665

For more information on the board game "EEO: It's Your Job" available through Motorola for $750 contact:

Judy Adkins
Human Resources
Motorola
1303 E. Algonquin Road
Schaumburg, Illinois 60196
(708) 576-7895

Conducting Experiential Sexual Harassment Training for Supervisors and Employees

Digital Equipment Corporation

At a Digital Equipment Corporation sexual harassment awareness training, four employees act out a sketch they have created for their audience of fellow employees.

> *Chatting over weekend plans, four employees are finishing up a non-business lunch when the check arrives. The senior supervisor, a woman, starts badgering a male subordinate to pick up the tab as a company expense. "Frank, a real man wouldn't expect women to pay the bill. I think it's your responsibility to take care of this," she says in a flirtatious tone. "If not we can discuss this later in my office together." The other employees sit by in silence. One is too stunned to speak, the other is afraid to call the boss on inappropriate behavior. Frank feels pressured to satisfy his boss yet knows he shouldn't be made responsible for the bill. He picks up the tab and they leave quietly.*

"While certainly not a typical sexual harassment incident, this exchange was successful in getting male employees to understand the power dynamics of sexual harassment," said Chet Garron, EEO and Affirmative Action Training Manager for Digital Equipment. Later in a debriefing session, the man who played Frank said he was angered by the supervisor's actions and felt powerless and trapped by her authority. He said, for the first time in his adult life, he felt as helpless as a child. Training facilitators then worked to draw the parallels between his experience and that of a woman who is sexually harassed.

The role playing exercise takes sexual harassment out of the realm of conduct prohibited by policy to real interpersonal interactions. Employees can understand -- sometimes for the first time -- what sexual harassment is and how it feels to be the victim. The role plays employees write range from classic cases of quid pro quo harassment to scenarios like the one above which explore much more subtle forms of harassment. Whatever the script, the experience for employees is usually a valuable one, Garron said.

"In our trainings, we want employees to go further than simply knowing the legal definitions and policy," Garron said. "We want them to apply their experience and their reactions to develop a greater understanding of sexual harassment."

During its day-long awareness trainings, Digital Equipment uses several interactive tools, in addition to the role play, to engage employees in open dialogues about sexual harassment. To start the training, Digital Equipment facilitators ask employees to recall situations where they might have felt harassed or pressured in the workplace. They also ask employees to explore how it affected their work performance and the work environment for others.

Trainers then share definitions of discrimination, harassment and related terms. They also outline EEOC guidelines, Digital Equipment's policy and internal resources for counseling and reporting complaints. With this background knowledge, employees spend the remainder of the morning applying the legal standards and definitions to real life situations depicted in written case studies and video vignettes. They discuss in small groups their reactions to these encounters.

The afternoon role-playing exercise takes employees to the next level of interaction with the subject. Trainers break the group of about 25 employees into teams of four to eight to write and perform a five- to ten-minute scenario depicting an incident of harassment. Trainers ask employees to review the background information and develop a realistic scenario perhaps inspired by their personal experience. They give the teams one hour to create their scripts and then have each team perform the role play for all participants.

Role playing has been a staple in Digital Equipment's EEO and Affirmative Action training since the late 1970s. Not until 1985, however, did Digital Equipment trainers ask participants to write their own scenarios. Putting a script on paper requires that employees explore for themselves what sexual harassment is. And collaborating on a script helps employees develop a deeper understanding of their co-workers' perceptions of sexual harassment. The trainers work to create teams with as much gender and racial diversity as possible to optimize that learning experience. "You get women and men bringing their different sensitivities together to formulate a script. Through that process alone, they learn an enormous amount," Garron said.

The exercise has proven effective in helping to penetrate the barriers employees may have about addressing sexual harassment. "Many people come in with a human reluctance to tackle the issue," he said. "They may not know what sexual harassment is and not want to admit it. They may think the issue is someone else's problem not theirs." The role play

literally puts them in the middle of the action and hopefully sensitizes them to the repercussions sexual harassment can have in the workplace.

After each role play, trainers lead a discussion about what impact the scenario had on the audience and the players. They ask employees if they thought the scenario was harassment. They ask them how they would feel if they were put in that situation. They discuss options for dealing with the situation and how it could have been prevented.

Employee-created scenarios are a powerful tool which can surface strong emotions -- fear, frustration, anger. Letting employees know before they walk into the training that they will be expected to perform a role play helps them prepare for the activity. The majority of Digital Equipment employees report in training evaluations that the activity is a strong and moving experience which helped them better understand sexual harassment.

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digital

Digital Equipment Corporation, headquartered in Maynard, Massachusetts, is a leading supplier of networked computer systems, software and services. Digital Equipment employs 108,500 people worldwide and 53,495 in the United States.

For more information contact:

Chet Garron
EEO and Affirmative Action Training Manager
Digital Equipment Corporation
111 Powdermill Road MSO 2-1/E6
Maynard, Massachusetts 01754
(508) 493-8973

Creating a Comfortable and Open Environment to Discuss Harassment

E.I. Du Pont De Nemours & Co.

Twenty-four hours a day, a Du Pont employee can call a company emergency hotline to discuss sexual harassment. They don't have to lodge a formal complaint. They don't have to give their name. They can just call to talk.

The calls range from questions about a recent employee training session to reports of rape. The typical call is from a woman looking for feedback on an incident of harassment -- "This is what happened to me. I'm really upset by this. What do I do?"

Du Pont believes keeping the lines of communication open with employees is essential to preventing and successfully addressing sexual harassment in the workplace. "We are trying to create a safe and comfortable environment that encourages a free dialogue," said Bob Hamilton, a Du Pont Diversity Consultant. Some of the key elements which make Du Pont's workplace conducive to openly addressing the issue include:

- a hotline for employees to seek advice anonymously;
- frank and open awareness trainings;
- a trained team of resource people available to counsel and coach co-workers;
- several options for employees to report complaints.

The 24-hour confidential hotline provides a safe outlet for employees to freely discuss the issue. The hotline is staffed by six specially trained Du Pont employees who carry beepers and respond to calls within five to ten minutes. They tell the caller their name and where they work in the company so that the caller isn't kept guessing to whom they might be talking. The caller can remain anonymous and is given the option of requesting a different counselor. They may prefer speaking to a woman instead of a man or someone not in their own business sector, for example. Hamilton said callers often want to hear the policy reinforced

to them. They are seeking their options for handling a situation and need to feel support from the company.

"A Matter of Respect," Du Pont's four-hour sexual harassment awareness training, also serves as an open forum for employees to discuss sexual harassment. The workshop evolved out of a personal safety program on rape prevention. Hamilton said the original program got people thinking, "What about the day-to-day stuff with a sexual overtone?" As a result, "A Matter of Respect" was launched in 1987 and has since trained more than 70,000 of Du Pont's approximately 95,000 U.S. employees on sexual harassment.

Du Pont's awareness training is grounded in the theory that soliciting the view points and concerns of those being trained is one of the better ways to conduct education on the issue. To encourage frank discussion and make participants comfortable in the training environment, facilitators conduct workshops of 25 people at a time. This group size is small enough to encourage open dialogue yet large enough to allow employees to remain anonymous and not participate if they prefer. Trainers also strive for an equal number of male and female participants. To encourage openness from both genders, a man and woman facilitate each session. The pair of trainers also consciously works to model a good working relationship between a man and a woman by sharing responsibilities equally and showing each other respect.

Many facilitators open sessions of "A Matter of Respect" by disclosing experiences they have had with harassing behavior in order to set the tone for candid exchanges. They also establish ground-rules that personal stories shared by participants should not to be repeated outside the training. Once participants are engaged in discussion and feel comfortable addressing the issue, the workshop focus shifts to information on Du Pont's policy and procedures for reporting complaints. Facilitators also explain the 24-hour confidential hotline and encourage participants to utilize the resource.

The heart of the training is spent viewing and reacting to video vignettes that depict real-life situations Du Pont employees may encounter on the job. For example, in one vignette a saleswoman is having a business dinner with a client. She has worked hard to prepare a proposal for him, and he is about to sign the deal. Suddenly he turns to her and says, "We can finish this upstairs in my room." Surprised and insulted, the saleswoman turns to the camera and voices the thoughts that are running through her head: "I'm a new employee -- is this expected?" "If I say no and lose the deal, will anyone believe me?" "Will my boss support my decision?" The purpose of this vignette is to spark discussion about harassment by non-employees -- an issued faced by many women working in sales. The facilitators guide participants in reacting to the

situation, examining the saleswoman's options and recommending what guidance her manager should have given her.

Du Pont has trained a network of 250 employees with the skills to facilitate the awareness trainings. Facilitators attend a one-week training series on sexual harassment and are required to do extensive outside reading. Sessions are arranged in which facilitators meet and speak with a panel of women who have experienced sexual harassment. The facilitators are also videotaped while conducting a training and critiqued by fellow facilitators. Developing this cadre of Du Pont employees is another way the company has opened the lines of communication regarding sexual harassment. These employees take their knowledge and sensitivity into their workplaces and are available to informally counsel and coach co-workers as problems arise. Their skills and insights are available not only during awareness sessions, but constantly through their daily interactions with co-workers.

A final way Du Pont encourages the open airing of problems is by furnishing employees several options for formally reporting sexual harassment. Employees are encouraged but not required to report incidents to their immediate supervisors. They are also given options at various management levels as well as the Affirmative Action Section of the Human Resources Sector. Providing employees with these choices communicates that the disclosure of problems is important and is encouraged by the organization. "You want to make the organization as receptive as possible, not intimidating or burdensome," Hamilton said.

With its processes for making discussion about sexual harassment an ongoing part of work life, Du Pont illustrates that sexual harassment is a problem to be solved.

DU PONT

A Delaware-based chemicals and energy company, Du Pont operates 225 manufacturing and processes facilities worldwide. Du Pont is the United States' ninth largest industrial corporation and employs 132,600 people worldwide, approximately 95,000 in the US.

For more information contact:

Bob Hamilton
Diversity Consultant
Du Pont
1007 Market Street
Wilmington, Delaware 19818
(302) 773-4133

Problem-Solving Through Employee Work Groups

Pacific Gas and Electric Company

In an attempt to promote discussion and generate solutions to male/female issues in its trade and service workforces, Pacific Gas and Electric Company has initiated employee work groups. Teams of employees attend regular sessions to air concerns and reach agreements on problems at their worksite.

"The employee work groups get workers to open up and genuinely share their concerns," said Bunnie Brown, Director of Equal Employment Opportunity and Diversity for PG&E. "You also get the people closest to the problem to develop solutions and make recommendations."

The use of employee work groups was recommended by employees attending PG&E's 1991 Trades Conference for Women in Nontraditional Jobs designed to provide program support and positive role models women in nontraditional occupations. The tradeswomen suggested holding co-worker sessions and open workshops for men and women from different worksites to focus on male/female interaction on the worksite -- particularly sexual harassment.

PG&E has implemented co-worker sessions in several company units. An external facilitator usually attends the initial meeting of a crew -- or "in tact work group" -- to help employees brainstorm discussion topics. The facilitator also outlines a problem solving process and methods for communicating suggestions to supervisors and managers. In subsequent meetings, employees perform the facilitator role, sometimes on a rotating basis.

In addition to "in tact work groups," PG&E has initiated several long-term problem-solving projects for teams of employees from various worksites. The Engineering and Construction (ENCON) unit developed The Women in Trades Project to help improve male/female employee relations. Men and women volunteered to come together for a focus workshop aimed at identifying, discussing and problem- solving issues common to their different workplaces.

Participants were divided into six teams of five to eleven people to focus on separate issues. They met once a month for seven months and then made their recommendations to a steering committee which presented the suggestions to management. One team concentrated on sexual

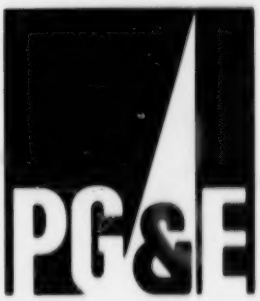
harassment. They discussed men and women's different perceptions of harassment and how to resolve those inconsistencies. Some of their suggestions included:

- developing a new sexual harassment training video which features the situations women face on physical job sites;
- publishing a booklet which defines sexual harassment, focusing on the experiences of women in nontraditional occupations;
- training an employee on each worksite for peer counseling;
- establishing an in-house hotline to receive questions and complaints about sexual harassment.

These recommendations are being considered by PG&E for action.

Brown said the work groups are quickly becoming popular with employees and management at PG&E. Workers report that the sessions are a good means for them to air and resolve day-to-day conflicts as well as the broader issues facing their worksites. Many say the open discussions were long overdue. And from management's perspective, the time spent in conducting "in tact work groups," is worth the increased productivity and generally improved morale.

While PG&E has used "in tact work groups" primarily on its external worksites, the company is planning to conduct similar "safe zone groups" in offices and other work settings.



Pacific Gas and Electric Company (PG&E) is the nation's largest investor-owned gas and electric utility, serving 12 million people in Northern and Central California. PG&E employs 26,700 people.

For more information contact:

Bunnie Brown
Director of EEO and Diversity
Pacific Gas and Electric Company
215 Market Street
San Francisco, California 94106
(415) 973-4542

Preparing Women for Success: One Strategy for Preventing Workplace Sexual Harassment

Kansas City Power & Light Company

"Male workers often feel that nontraditional jobs are *their* area of expertise and that women can't succeed in them," said William Miller, Vice President of Human Resources for Kansas City Power & Light. "They communicate this to women workers in many ways. Unfortunately, one way is sexual harassment."

Kansas City Power and Light has addressed this problem directly. With the goals of both increasing the numbers of female and minority employees entering these positions and ensuring their success on the job, the Missouri utility has developed a lineworker pre-apprenticeship academy. The academy works to increase representation of women and minority males by providing them with company training and support for what can be one of KCP&L's most challenging work environments.

"The more success you have, the more success people expect," Miller said. KCP&L believes as male workers see a stream of qualified, successful women on the job, they will be less likely to harass them.

KCP&L initiated the pre-apprenticeship academy in 1989 with Pioneer Community College in Kansas City and the International Brotherhood of Electrical Workers Local 1464. To be accepted into the program, applicants must pass a physical demands test, stressing upper-body strength, and a general aptitude test on basic skills necessary to perform the job.

The program accepts and trains 14 women and minority workers each 9-month cycle for lineworker positions. Students undergo intensive paid training 30 hours per week, including considerable field work on actual poles and overhead and underground wires. When they complete the program, participants are guaranteed a lineworker job at KCP&L. "We are screening in people who are successful," Miller said. "Now instead of hearing, 'she doesn't belong here,' we hear, 'if you've got anymore women like her, send them down.'"

The academy improves the quality of a woman's training, which increases her chances for success on the job. Instead of entering a

sometimes hostile male-dominated workforce as an apprentice, she has an opportunity to learn the ropes in a more hospitable environment. A women is able to concentrate on learning skills instead of outlasting harassment.

Through the training experience and organized support groups, male and female pre-apprentices form good working relationships. Miller said academy alumni are an active support network for each other on the job which contributes to a generally more cooperative workplace.

In order to prepare a largely male workforce to successfully receive women in nontraditional jobs, KCP&L also conducts extensive sexual harassment awareness training for employees. The company has developed a 30-minute video featuring KCP&L employees in their various work settings called "It's Not Just Courtesy -- It's the Law." The video is used as a backdrop for the awareness training and helps employees understand the legal ramifications of sexual harassment through various vignettes tailored to the utility industry.

"We are in an arena that was pretty difficult when we first started," Miller said. "But we are making great progress at getting more qualified woman and keeping them."

KCPL

Kansas City Power & Light Company generates and distributes electricity to more than 416,000 customers in western Missouri and eastern Kansas. The utility employs 2,786 people.

For more information contact:

William Miller
Vice President of Human Resources
Kansas City Power & Light Company
1201 Walnut, PO Box 418679
Kansas City, Missouri 64141-9679
(816) 556-2200

"It's Not Just Courtesy -- It's the Law" is available for a 3-day preview for $35; 5-day rental for $150; or purchase for $495. For more information contact:

Advantage Media, Inc.
21356 Nordhoff Street, Suite 102
Chatsworth, California 91311
(800) 545-0166

Protecting and Educating Workers: A Union Addresses Sexual Harassment

The International Union of United Automobile, Aerospace and Agricultural Implement Workers of America

Protecting its members from sexual harassment is high on the United Auto Workers' agenda. "All unions have a specific role in combatting sexual harassment because it is an attack on the dignity of a worker," said Dottie Jones, Assistant Director of the UAW Women's Department. "The philosophy of the union movement since its inception has been to work for better working conditions, and sexual harassment definitely affects working conditions."

For many UAW workers, sexual harassment can be an issue of workplace safety -- especially in the case of women working in nontraditional jobs. "If you work in a factory and are constantly on guard as to when a harasser will attack, you're unable to concentrate on your job," Jones said. "Harassment can put you and others at physical risk."

UAW believes if allowed to go unchecked, sexual harassment ultimately undermines the union and its membership. Jones said the backbone of unionism is the unity that comes from ensuring that all workers are treated equally and with fairness -- and that means defending against all forms of discrimination. UAW women and men are protected from sexual harassment by federal civil rights law and in many cases negotiated contract language. Today, sexual harassment is specifically identified as a prohibited practice in most UAW contracts including GM, Ford and Chrysler. In the collective bargaining process, UAW also makes recommendations which may include posting the policy and educating workers and supervisors through in-service training.

While UAW works to send management the message that sexual harassment will not be tolerated at any of the worksites it organizes, the union also strives to educate its membership on the issue. UAW aspires to reach all members with training, but Jones emphasized the importance of training every level of union leadership. From regional directors and reps at the international level to local executive boards to shop stewards

-- the union's message and commitment are communicated through training sessions.

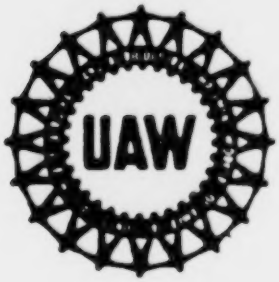
UAW capitalizes on the spirit of familial responsibility members have to their UAW brothers and sisters in one of its most successful education campaigns, "Would You Let Someone Do this to Your Sister?" The video is a highly popular training tool with members which attempts to personalize the issue by featuring interviews with women who have been sexually harassed. In sometimes emotional detail, a police dispatcher, Teamster truck driver, office manager, postal worker and two UAW members recount their experiences with sexual harassment and how it affected their jobs. The video explores the difficulties these women had in dealing with sexual harassment, their fear of losing their jobs and not being believed.

"The general message is that sisters and brothers do not treat each other in this manner, and people react to that," Jones said. "One brother said he was going to go back and personally apologize to the women he worked with because some of his behavior could have been considered sexual harassment. People can't run away from the pain of these women." UAW has sold and rented more than 500 copies of the videotape. It has been used by branches of the U.S. military and many American companies as well as organizations in Japan, Sweden and France.

In another public education campaign increasing the visibility of the issue, UAW has developed bumper stickers, magnets and pins with the slogan, "When I say no, I mean no. Sexual harassment is against the law." Jones said the campaign is an effort to give women back the use of the word "no." "Society has done a number on men too. They are told that 'no' can mean maybe; it can mean I'm playing hard to get," she explained. "We want to kill the myth. When a woman says no, she means it."

UAW attempts to get its message out in as many media as possible. In addition to the buttons and bumper stickers, the union created a pamphlet describing why victims don't talk about sexual harassment, how to stop it, and what the UAW is doing. The union's *Solidarity* magazine -- sent to more than one million members -- printed the pamphlet on its back cover.

Since its inception in the early 1940s, the UAW Women's Department has proactively addressed the issues facing its female members. The union remains a strong advocate for the rights of women workers through its negotiations with employers and highly visible education campaigns.



UAW represents 1.36 million active and retired workers in the automobile, aerospace and agriculture industries.

"Would You Let Someone Do This to Your Sister?" is available through the UAW for a 10-day rental for $10; and purchase for $50. "When I say no . . ." bumper stickers, pins and magnets are available for 50 cents each. For more information contact:

Women's Department
United Auto Workers Union
8000 E. Jefferson Avenue
Detroit, Michigan 48214
(313) 926-5212

OTHER SUGGESTED RESOURCES FOR SEXUAL HARASSMENT PREVENTION

On policy . . .

Connell, Dana S., "A Court-Mandated Sexual Harassment Policy," *Employment Relations Today*, Winter 1991/1992, p. 433-442.

> *Discusses the lessons to be learned from the case Robinson v Jacksonville Shipyards, in which a district court ordered the employer to implement a detailed sexual harassment policy.*

Neese, William T., Daniel S. Cohran and James A. Bryant, "Should Your Firm Adopt an Anti-Fraternization Policy?" *Advanced Management Journal*, Autumn 1989, p. 25-28.

> *Explores the pros and cons of adopting this form of policy some employers tout as an effective means to address sexual harassment in the workplace.*

Libbin, Anne E. and J. Christopher Stevens, "The Right to Privacy at the Workplace, Part 4: Employee Personal Relationships," *Personnel*, October 1988, p. 56-60.

> *Examines the privacy rights of employees and how they relate to anti-fraternization policies.*

On supervisors' role . . .

Thomann, Daniel A. and Donald E. Strickland, "Line Managers and the Daily Round of Work: The Front-Line Defense Against Sexual Harassment," *Industrial Management*, May/June 1990, p. 14-16.

> *Explains how routine managerial processes such as interviewing applicants and conducting employee evaluations can be used to combat sexual harassment in the workplace.*

On conducting investigations . . .

Connell, Michael E., "Defusing a Liability Timebomb: Investigating the Sexual Harassment Complaint," *Management Review*, April 1988, p. 45-48.

> *Outlines the key steps to properly conducting sexual harassment investigations.*

Jossem, Jared H., "Investigating Sexual Harassment Complaints," *Personnel*, July 1991, p. 9-10.

> *Offers more guidance on conducting investigations.*

For training films and videos . . .

BNA Communications, Inc.
9394 Key West Avenue
Rockville, Maryland 28050
(301) 948-0540

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Deerfield, Illinois 60015
(800) 621-2131

Dartnell
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Chicago, Illinois 60640-4595
(800) 621-5463
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Institute for Applied Management and Law
610 Newport Center Drive
Newport Beach, California 92660

Vencompass Business Systems
155 West 8th Street
Erie, Pennsylvania 16501
(800) 458-4114
(800) 352-2112

Video Training Center
1370 116th Avenue, NE
Bellevue, Washington 98005
(206) 453-1555
Fax (206) 453-1074

LANDMARK CASE LAW

Meritor Savings Bank, FSB v Mechele Vinson, 477 US 57, 73 (1986).

In Meritor, the Supreme Court unanimously held that a hostile or abusive work environment may constitute sexual harassment and therefore like quid pro quo sexual harassment is a form of sex discrimination under Title VII.

Bundy v Jackson, 641 F. 2d 934 (DC Cir. 1981).

A U.S. Court of Appeals ruled that the employer was liable for creating "a substantantially discriminating work environment" even though the the plaintiff had not been denied any tangible employment benefits. The court adopted the EEOC guidelines which state explicitly that employers can limit liability by showing they took "immediate and corrective action."

Miller v Bank of America, 600 F. 2d 211 (9th Cir. 1979).

The courts ruled that employers can be liable for sexual harassment by supervisors and employees even if managment is unaware of the harassment.

FACTS ABOUT SEXUAL HARASSMENT
from the U.S. Equal Employment Opportunities Commission

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury or discharge of the victim.
- The harasser's conduct must be unwelcome.

Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains.

For more information regarding EEOC procedures and regulations, call (800) 668-EEOC.

WIDER OPPORTUNITIES FOR WOMEN 1992 PRODUCTS AND SERVICES

PUBLIC POLICY RESOURCES

A More Promising Future: Strategies to Improve the Workplace (1991)
Profiles of 16 innovative programs addressing the needs of women in the public and private workplace. $15 ____

Risks and Challenges: Women, Work and the Future (1990)
A compendium of essays analyzing the impact of changes in the American workforce on diverse women workers. $20 ____

FACT SHEET SERIES $1.50 each

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Women, Work and Health Insurance (1991) ____
Women, Work and Age (1991) ____
Overview: Women in the Workforce (1990) ____
Women and Nontraditional Work (1989) ____
Women, Work and Child Care (1989) ____
Women, Work and the Future (1989) ____

MEDIA REPORTS

What's Wrong with this Picture? (1990)
A report on the status of women in entertainment TV. $20 ____

Black, Hispanic and Asian Characters on Entertainment TV (1989) $10 ____

Growing up in Prime Time: An Analysis of Adolescent Girls on Television (1988) $5 ____

DIRECTORIES

The Women's Work Force Network Directory
A directory to the more than 500 members of WOW's Women Work Force Network. $25 ____

LITERACY RESOURCES

Teach the Mother and Reach the Child (1991)
A study of the transfer of skills from mothers to children in training programs. $19 ____

Workbook Series, $90 for set of 5

- Combining Literacy and Employment Training (1992) $29 ____
- Functional Context Education: A Primer for Program Providers (1992) $20 ____
- Introduction to Intergenerational Literacy (1992) $29 ____
- A Road Map to Funding (1992) $20 ____
- Making the Nation Smarter (1992) $10 ____

TECHNICAL ASSISTANCE RESOURCES

Sexual Harassment Solutions at Work (1992)
This publication profiles eight organization's successful policies and practices addressing sexual harassment -- some of which directly confront harassment of women in nontraditional occupations. $20 ____

Step by Step: The Educational Equity Options Manual (1991)
A guide for educators on how to increase the participation of women in nontraditional vocational education courses. $45 ____

WOW Consulting Services
Experienced WOW Trainers to assist public and corporate clients:

- train staff on sexual harassment issues
- increase women's enrollment in nontraditional employment training and placement in jobs
- train teachers and staff to improve sex equity strategies *Costs Negotiable*

NONTRADITIONAL EMPLOYMENT FOR WOMEN RESOURCES

Products to be available January 1993

Nontraditional Occupations for Women Bibliography

An excellent resource for service providers, this seven-page bibliography lists the best materials available on nontraditional jobs for women. The collection includes resources ranging from recruitment tools to "how-to-handle-discrimination" guides to NTO promotional posters.

Sexual Harassment Bibliography

This five-page bibliography is a selection of the best materials available -- including ground-breaking literature from the 1970s to the most current resources. The bibliography contains a special section dedicated to sexual harassment of women in nontraditional occupations.

How to Respond to Common Reasons for Not Hiring Women in Nontraditional Occupations

A must for job developers who are placing women in NTOs, this five-page guide lists common reasons employers and labor unions give for not hiring women in nontraditional jobs and suggested responses. This resource was developed by WOW with the insights of Ronnie Sandler and Lauren Sugarman of the National Tradeswomen's Network.

A Case Study of Five Employment Programs Which Train Women for Nontraditional Occupations: Achieving Full Enrollment

Written by WOW's Nontraditional Employment Training (NET) Project Director, Donna Milgram, this in-depth study explores barriers to and successful strategies for achieving full enrollment in NTO programs. 130 pages.

The NET Resource Book

This 125-page resource binder -- developed by WOW for service providers and JTPA agency staff -- offers a collection of excellent materials for those training and placing women in nontraditional jobs. The binder incorporates materials and strategies used by WOW in its successful NET Project including specific guidance on implementing the Nontraditional Employment for Women (NEW) Act and examples of model training curricula. The binder is organized in the following sections: Assessment & Recruitment, Myths & Realities about Nontraditional Work, Sexual Harassment & Survival Skills, and Job Development. *This product includes the Women and Nontraditional Work fact sheet, the Nontraditional Occupations for Women and Sexual Harassment Bibliographies, and "How to Respond. . ." guide.*

Video Tapes

WOW is preparing a series of technical assistance videos on such topics as presenting nontraditional career options, interviews with role models, sexual harassment, and others.

To order any of WOW's products, send check or money order to:

Wider Opportunities for Women
1325 G Street, NW, LL
Washington, DC 20005-3104
(202) 638-3143, fax (202) 638-4885

All prices include shipping. Please allow 2-4 weeks for delivery. For more information on NTO resources and prices as they are available, please contact WOW.

Wider Opportunities for Women

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